Statement *of* Strategy
2018-2020

**SEA-FISHERIES
PROTECTION
AUTHORITY**

WWW.SFPA.IE

Dr Susan Steele
Authority Chair

Taking our seabed area into account, Ireland is one of the largest EU countries with sovereign or exclusive rights over one of the greatest sea to land ratios (over 10:1) of any EU member state. Good regulation underpins the development and exploitation of these shared resources.

The Sea-Fisheries Protection Authority is Ireland's independent state agency responsible for the regulation of sea-fisheries and the seafood production sector. This includes all fishing vessels operating within Ireland's 200-mile limit, over 2,000 Irish registered fishing vessels, wherever they operate and all seafood produced in Ireland's 170 seafood-processing companies. We are committed to promoting compliance, verifying it and, where necessary, enforcing sea-fisheries and seafood safety laws.

This Statement of Strategy sets out how we will fulfil our mandate to 2020. It takes account of the environment in which we operate, the challenges and significant opportunities facing the sea-fisheries and seafood sectors, as well as legislative change. It also recognises the changes that are required within our own organisation to ensure that we can deliver effectively and efficiently on that remit.

In drafting this Statement of Strategy and in keeping with obligations set out in the 2016 Code of Practice for the Governance of State Bodies this

Statement of Strategy is aligned to the Department of Agriculture, Food and the Marines Statement of Strategy 2016-19 and in particular Strategic Goal 1 which deals with Food Safety and Strategic Goal 4 which deals with the Seafood Sector.

Seafood has been identified as one of the main drivers of export growth for the agri-food sector within Food Wise 2025, against a backdrop of rising global demand for quality product and a supply deficit. Good regulation is pivotal to the achievement of these ambitions while ensuring the shared marine resources are sustainable for future generations.

Good regulation also ensures that consumers at home and abroad can consume Ireland's seafood safely. Consumer trust in the quality, provenance and safety of our seafood produce is vital to the successful realisation of the collective growth plans for the sector over the coming years.

As the regulator, the SFPA plays a key role. We are responsible for the control of the food safety systems around all seafood production by fishermen or farmers throughout the production chain as far as but not including retail. We also maintain Ireland's shellfish classification system, which classifies production areas according to water quality in line with European food regulations and has consequences for how shellfish may be placed on the market.

The health certificates we provide, for example, validate the safety of Ireland's seafood produce while our catch certificates confirm the fish was caught legally. Illegal, unreported and unregulated (IUU) fishing is one of the greatest threats facing the fishing industry globally posing serious consequences for food security and jeopardising the development of sustainable fisheries across the world, including Ireland.

This strategy also supports our continued work in the effective implementation of the landing obligation, under the EU's Common Fisheries Policy, to ensure a sustainable industry, with fish stocks capable of providing higher and more profitable catches in the medium-to long-term.

The SFPA's vision is for seas full of fish and coasts full of jobs. Our effectiveness in achieving this depends on the skills, capability and professionalism of our staff and our organisational structures. We have a strong regulatory system in place but we need to ensure it can adapt and meet the expansion of the seafood sector - through introducing new ways of working; increasing resources where we can as well as exploring how innovation and technology can contribute to the consistent delivery of superior control activities.

The strategic objectives and actions outlined here are broadly focussed. They provide a high-level framework for the annual business plans that we will develop and execute. The outputs of these plans will contribute to the efficient achievement of the strategic outcomes we have defined.

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Authority Chair

Our Vision

Seas full of fish, coasts full of jobs.

Our Mission

The Sea-Fisheries Protection Authority is committed to the effective and fair regulation of the sea fishing and seafood sectors that fall within our mandate in order to support safe and sustainable seafood. This means the fair regulation of all fishing vessels operating within Ireland's 200-mile limit and Irish fishing vessels wherever they operate and all seafood produced in Ireland.

Statement *of* **Strategy 2018-2020**

Strategic goals, objectives and outcomes.

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Support the organisation to achieve excellence through its staff.
Our effectiveness in achieving our vision depends on the skills,
capability and professionalism of our staff and our structures.

Support

Strategic Objectives	Actions	Strategic outcomes	KPIs
Implement the new code of practice for the governance of state bodies.	Update SFPA corporate governance framework.	Updated SFPA corporate governance framework satisfies the requirements of the new COP.	• Audit against new code does not result in any significant gaps.
Organisation makes best use of talents and resources while meeting professional standards and quality outputs.	Finalise and implement the new organisational structure.	Organisation has a structure that is capable of delivering key business objectives by adapting to new technologies; risk based regulation and changing corporate governance requirements.	• Clear organogram exists; • Clear job profiles exist; • Wide buy-in for changes to work planning and practices.
Implement SFPA's strategy and statutory obligations in a timely and effective manner.	Develop an integrated hierarchy of business plans and a process for the management of same.	Approved business plans that reflect the SFPA's strategic priorities and regulatory /business needs, while making best use of available resources.	• Business plans developed and approved on time; • Business planning linked to cost and resource management.
Comprehensive training programme that supports the organisation's vision and values for its staff.	Complete training needs analysis linked with implementation of PMDS.	Trained, motivated and high performing staff; Tackling under performance.	• All staff have a Personal Development Plan; • All staff have had an annual role and performance review; • Training delivered on time with all training records up to date.
Establish programme governance and management structures to ensure clarity around the decision-making, approval and reporting processes in the delivery of projects.	Establish programme governance and management structures. Ensure business meetings are properly planned, structured and with outcomes minuted.	Approved programme organisation structure with defined roles and responsibilities.	• Projects are delivered on time.
Continue to improve employee engagement.	Develop an employee engagement strategy. Develop partnership IR policies together with the appropriate communications. Promote and develop good business planning and communications within all business units.	Staff are fully engaged and supported to perform their roles.	• Employment and workforce planning strategy in place.
Maintain commitment to change management.	Develop a customised change management framework.	Staff are engaged and supportive of change within the organisation allowing it to evolve continuously.	• Customised change management framework in place.

SFPA viewed as the authoritative source of information on the protection and regulation of sea-fisheries and seafood production.

Advise

Strategic Objectives	Actions	Strategic outcomes	KPIs
Continue to improve internal and external communications.	Improve internal and external communications.	Effective internal and external communications.	• New fit for purpose intranet in place; • Internal communications policy regularly reviewed and implemented; • Internal communications partnership model rolled out; • External communications policy regularly reviewed; • New fit for purpose website in place giving information in order to promote compliance; • Revise customer charter.
Support greater engagement with key stakeholders.	Planned process for engagement. Continued engagement with Consultative Committee. Public meetings to promote work of SFPA and engage key stakeholders. Publications to promote understanding and compliance with seafood safety and fisheries conservation legislation.	Provision of timely, expert advice to inform development of policy and legislation. Better understanding by stakeholders of compliance rules and objectives.	• Enhanced sharing of current advice; • Improved interaction with key stakeholders; • Outcomes from Consultative Committee meetings; • Published FINs.
Embed a quality management system within the organisation.	Introduce quality management system.	The SFPA is fair, effective, and consistent in its application of regulations.	• QMS system developed and implemented; • QMS training for all staff.
Support self-evaluating regulatory compliance.	Increase awareness of compliance requirements including greater access to inspection processes.	Enhanced compliance.	• Compliance strategy updated; • SMART regulation implemented in at least two areas.

Ensure high quality data, analysis and risk assessment.

Validate

Strategic Objectives	Actions	Strategic outcomes	KPIs
Support business change and transformation initiatives through aligning IT with business needs.	Implement and optimise appropriate Enterprise Architecture framework for the SFPA. Engagement with DAFM in further development of IFIS systems.	Fully integrated relationship between current and future business needs and IT.	• EA framework implemented; • Architecture checks confirm alignment with corporate needs; • Outcomes from IFIS Board meetings and system development.
Enhance quality of information available across the organisation.	Design and implement a Data Quality Management programme.	Superior decision making based on trusted and accurate information.	• DQM programme implemented; • Data quality goals met.
Provide a target state architecture for enterprise reporting across the SFPA.	Implement an enterprise reporting solution for the SFPA.	Data from approved sources is combined into meaningful and valuable information.	• Required information is readily available.
Enhance information management.	Adopt an Electronic Document and Records Management System (EDRMS).	Organisation operates in a cohesive and standardised way.	• Adherence to industry best practice and regulations.

Consistent superior delivery of control activities with an integrated risk based framework to achieve increased compliance rates.

Enforce

Strategic Objectives	Actions	Strategic outcomes	KPIs
Identify non-compliance and encourage compliance through a targeted use of resources.	Embed risk based inspections. Communicate with Industry Reps on compliance goals and compliance based enforcement actions. Liaise with control partners in seafood safety and sea fisheries conservation.	Work programmes are influenced by risk intelligence.	• Compliance rates increase; • Proactive identification of risks.
Enhance the robustness of compliance assessment and case management system.	Implement a Compliance Assessment and Management System (CAMS) for food safety and fishery conservation control.		• Compliance rates increase; • Proactive identification of risks.
Enhance relationships with principal stakeholders.	Put MOUs in place and/or appoint Liaison Officers.	Improved efficient and effective deployment of staff and organisational resources.	• Compliance rates increase; • MOUs in place with relevant organisations; • Proactive identification of risks; • Investigations run jointly with all organisations.
Improve preparation, management and clarity of internal documentation.	Review and update internal documentation - SOPs, COPs and information notice.	Enhanced consistency in operations.	• Compliance rates increase; • MOUs in place with relevant organisations; • Proactive identification of risks; • Investigations run jointly with all organisations.